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Vail, Theodore Newton

T.N. Vail's searching survey of state needs...

[Burlington, Vt.]

[1915?]

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T.N.Vail's searching survey of state needs and opportunities.
9 p.

Speech delivered before the Grangers of Vermont at a banquet in Burlington [1915?]

Only Ed.

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President's Office

T. N. VAIL'S SEARCHING SURVEY OF STATE NEEDS AND OPPORTUNITIES

The following is the complete speech prepared by the Hon. T. N. Vail to be delivered before the Grangers of Vermont at the banquet held recently in Burlington during the annual meeting of the organization. Mr. Vail delivered parts of what is here presented, being unable to deliver the whole address because of the lateness of the hour when he was called upon. It is most emphatically worth the while of any loyal Vermonter to read the speech from beginning to end. Mr. Vail said:

"There are many things which are disturbing and unsettling our social and economic conditions, not only those of Vermont, but of the whole country. These conditions are governed by inexorable laws which statute laws cannot change. Experience has shown us what they are. It is my intention to-night to try to indicate some of these troubles and if possible some method of improvement.

"To act intelligently a proper understanding and knowledge of what is to be acted upon is necessary.

"To get the best results in a community, co-operation or team work is necessary. Not each man striving for himself regardless of others, but all working together for the benefit of all. Team work or co-operation will produce greater aggregate results for the community and greater individuals in the broad sense. Individual work may evolve greater individuals in a narrow sense, but the advantage to the community is secondary and there is a smaller distribution of the benefits.

"The most serious trouble is our desire for sensational news and statements. In politics, in business, advocates of either side will make the wildest and most misleading statements, which may not be believed, but whether believed or not, there is an effect, a coloring, that is never entirely wiped off.

"Our country is so big and its interests so diversified, that it is difficult for anyone to be fully informed as to what is going on in the other or distant sections. General movements will have different effects in the separated sections, but all interests are affected by sectional action directly or indirectly, but indirect benefits are difficult to appreciate, particularly if others around us are directly benefited.

"It should not be difficult to understand that wealth is a benefit to the country if it is widely although not evenly distributed. Its distribution only follows natural laws; nothing in this world is evenly distributed. Health, strength, energy, endurance, these mere animal qualities which seem to be every man's right, are more unevenly distributed than anything else. Other inherited qualities, like mentality, capacity, initiative, concentration, application, industry, those qualities which make or mar one's life, how unevenly they are distributed! Can it then be wondered that with all this God-given inequality, personal inequality in life should exist and must be accepted as inevitable. Some must serve. Food, clothing and shelter, no matter how simple, must be produced and prepared for use by labor. Transportation and intercommunication must be provided by labor. All kind of work must be done; agreeable or disagreeable;

cleanly or soiling. From the raw material to the finished product, some must bear the physical burden, some the mental, and some the financial.

"All must realize that in life some give-and-take, some concessions by each to others, are necessary. Each man has his rights, but no man has license to disregard the rights of others in obtaining his own. When each of us finds our proper place in, and fulfills all obligations to, the social organization and to the community, honestly, and to the extent of one's ability, each will have his full share of life and prosperity.

Vermont—Possibilities.

"Vermont is a state in which production is largely from the soil—agriculture, mines, quarries and forests. Relatively her industrial development is small though in lines of special industry and through the development of her water powers, it may become more important. New England as a whole is an industrial section of the country. Agricultural sections produce a surplus of foodstuffs in excess of local home consumption. Industrial sections consume the surplus, Vermont has a great market at her very threshold.

"We have passed through an agricultural depression, caused by the cheap production of the West, and cheap transportation from the West. While it continued, the new generations of Vermont were obliged to seek elsewhere for occupation. They flocked to the new West, and to the industrial and commercial centers of the East. Those who chose to remain in Vermont, to enjoy quietly such life as could be had here, with the effort they choose to exert, rather than take part in the struggles of the world, are now giving place to a new generation of the same blood and the same average capacity as those who went abroad and become prominent factors in the upbuilding and development of the wealth and industries of our country.

"It is no longer necessary for the new generations of Vermont to seek their fortunes in other states. With fewer opportunities abroad, and those wanted by the new generations there; with greater opportunities at home, the new generation of Vermont can stay at home and if they, who stay, use the same energy that made Vermonters so forceful abroad, we will soon see a new Vermont.

"Farming is now a business, it is necessary to be conducted on the same principles as business. It is a business particularly adapted to those who must work or share in work, for those whose capital is in their ability to work. It can be made to pay as well per unit of effort or capital as any other business. It will always be a business limited in size, and can never be made to expand, as can some other industrial enterprises. It is a business which cannot be done by automatic machines, with automatic labor. Machinery, while it is a large factor in farming, must be operated and managed by all round intelligence. There is such variety in farm work, even of the machine, that it cannot be organized as factory work can be organized. There must be a continuing oversight and direction. Farming is not the 'nose to the grindstone' work that popular voice likes to call it. It is not, as much so, as other kinds of work. The successful farmer will have seasons of abundant leisure, but be closely on his job at other seasons. Farming responds quickly and generously to efficient work and methods, but the opportunities for waste through inefficiency or neglect are large in comparison with the opportunities for profit. It is the personal attention that counts in farming. There is no kind of business at which a man can make some kind of a living with less work, or make more with his own work.

"There is no business so open to your young men without any capital, except that capital of labor, strength, vigor, willingness to work, and intelligence to direct and conserve, as is farming in Vermont.

"The business of farming takes but little more work, thrift and care and planning, to produce a profitable surplus than it does to make a scant living. It takes but little more labor per acre to care for a good crop than a poor one. Raise your witch grass and your corn in separate fields, you will get a more profitable crop of each.

"Care for your dairy. Don't keep a cow that does not yield a profit. It's better to feed and milk one good one than two poor ones. Send the poor ones to the butcher. Make every animal and every acre produce a maximum result. It is not hard work that counts, it is efficient work.

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"You need not buy Oregon apples if you will treat your apple trees as you do well bred colts or calves and poultry. Keep the insects off of them. Give them good beds of earth to grow in and plenty of feed to mature them and pick and pack your fruit as carefully as you do your eggs. It is far more delicate. When you do this you can sell your apples on the Pacific slope instead of buying apples from Oregon.

"Every man's wealth is in his ability to labor. If you want to prosper and have plenty, turn your labor into wealth by increasing the value of your property. Each of you must have a piece of ground that would make a nice field if the boulders were taken off or buried, if the hubbles were plowed down, and it was drained. The produce in one year will pay for your work and tiles and dynamite, and your farm will be more valuable to keep, or to sell. If you look around you will find many ways of turning your labor into wealth.

"Whether you do much or little work do it thoroughly so far as you do it at all, more time is wasted in doing a poor job, and it is not so profitable. Don't undertake to do so much that you cannot do it when it should be done. If you want to enjoy your leisure time and not be worried about something neglected, drive your work and don't let it drive you. There are few men who cannot, and do not, do a good job so long as their necessity is greater than their inclination to take it easy, but how many stop doing, when they get enough to satisfy their immediate necessities. If this satisfies them all right, but they have no right to complain and be dissatisfied when they see the fellow, who don't stop doing, get more than they have, nor have they any right to think that the man who works while he is taking it easy should divide with him.

Co-operation.

"By intelligent, practical co-operation much can be done to bring about and secure better markets for our production.

"The same conditions which have created our social and economic organization, have also created large systems, or organizations, of industrial enterprise engaged in transportation, intercommunication, public service, manufacture and all sorts of construction operative, and a large organization of 'middlemen' engaged in trade and commerce, in wholesale and retail, collection and distribution of products, engaged in getting the goods of the producer into the hands of the consumer.

"This great organization is necessary to both the producer and consumer, and is supported by the margin between the price received by the producer and the price paid by the consumer.

"Transportation, distribution, merchandising, are absolute necessities in the modern world. The producers and consumers are too far separated from each other, are too scattered over large areas to deal directly with each other and each producer or manufacturer supplies only a very small part of each consumer's want.

"No farmer could agree to furnish a number of families with so many quarts of milk, so many fresh eggs, etc., each day or week in the year, much less be ready to furnish an extra amount on short notice. It requires the co-operation of the middle man, the merchant and trader. It is an organization for prosperity that in the large will never be done away with.

"There is, however, a large field in which co-operation in buying and selling will benefit the whole community.

"Where many producers in the same section are engaged in one class or kind of production, as milk, fruit, vegetables, berries, they can co-operate as between themselves and the distributors, they can systematize and regulate the packing and inspection. They can get nearer to the ultimate consumer by eliminating all except the absolutely necessary middlemen. By the enforcement of the proper rules they can make it impossible for some producers to spoil the reputation of the products of the section by improper methods and the selling of inferior products under superior brands. Where there is a large consumption of commodities, like feed or fertilizer, and the amount of that consumption is known in advance, they can co-operate and buy at the wholesale price. Many other ways common-sense thought will point out to you.

This co-operation should not be opposed by the local merchants. Anything that tends to the greater prosperity of the local producer increases the business of the local merchant.

"Through the Grange an effective co-operation could be arranged. Where necessary there could be auxiliary organizations like fruit growers, berry growers, potato growers' association, but the greater part of co-operative work could be done through or under the auspices of the Grange.

"Keep your Grange out of politics or partisanship, except so far as purely agricultural or economic questions are concerned, and when you act, act as one man. The power of the Grange used with intelligence and as a unit for proper ends, would be the greatest power in this country.

"The great force and power exercised by any union organization is by acting as a unit. Every public action is the action of all. Whatever differences may be before the action there are none when action takes place.

"You will not all agree at the start, there will be honest differences of opinion, but there can and should always be found some workable agreement. If it is not the best, it will be better than a divided house. The only way to reach any agreement is through discussion, understanding, and mutual concession to each other, until some course of action can be agreed upon for which all will work. No one can get just what he wants in this world and half the time if he gets what he thinks he wants he finds he doesn't want it. Go into any discussion with an open mind; be ready to be convinced if you find the other fellow has the best reasons. No one should make up his mind firmly about anything, until he has heard all there is to be said for or against, and when you have, you will find that you were wrong more than half the time. The man who is right 55 times out of one hundred is the successful man. Don't be afraid to change your mind when you begin to have doubts about your old opinion, or begin to realize that you are wrong.

Economics—or Protection of Our Home Industries.

"It is very much to be regretted that the world disturbances so materially affect our situation that it is very difficult to determine what would be the result of our own economical legislation.

"After the recent legislation, reversing our established policy of protection to our own industries, which meant our own work for our own workmen, the actual and prospective purchasing of articles of foreign manufacture, instead of those manufactured at home, caused a paralysis of our industrial enterprises which was very marked in the latter part of last year. The war abroad, the disturbance of their industries, the increased purchase from us of foods, commodities, and implements formerly made at home, or produced in other countries, have temporarily made conditions abnormal, but it is not nor will it be permanent. We will sooner or later have to face home conditions. For our surplus production you must have the market of industrial workers, either in this country or in foreign countries. The greater distance the market, the greater the cost of transportation and merchandising and the lower the price you receive. If you sell your produce abroad you must pay the freight and commissions which you save if you have a home market. You can afford to pay slightly more for an article manufactured at home than abroad for that reason.

"We are allowing millions of immigrants to enter this country every year. For them employment must be found. We have millions of young men coming to mature age every year. For them employment must be found. What better way is there than to keep our own work for our own people, pay your money to them and they will buy your products, for each working man is a consumer.

"The high wages paid in this country may increase the cost of some manufacture but who would reduce our labor to the level of Europe? High wages make it necessary to protect our home labor against the products of the cheap labor of Europe. Without protection through tariff you cannot have home manufactures at high wages, and without that there will be small employment, small wages, and small consumption. With employment at good wages one can buy at high prices. With uncertain employment and uncertain wages no one can buy much at any price.

"If you spend money at home the money stays here and adds to the wealth of the country, if you send it abroad it benefits the foreigner and is beyond your reach.

"If we are going to import foreign made articles for our use, we must stop importing foreign labor to share with our own people, what labor there is left to do;

"Do not let theorists and political economists lead you astray on the question of free trade, there is absolutely no such thing. Each country is now protecting itself by tariff and other laws, against other countries labor. Natural conditions, broad seas, distant communication and artificial boundaries make absolutely free inter-communication and interchange impossible. It is no time for us to abandon our policy of protection. We have prospered under those laws which have protected our industries. We have suffered every time we have adopted a different policy. Let us profit by our experience.

Labor.

"It is a platitude to say that we have respect for labor, but let us not confine our respect to that labor which is perfunctory, that kind of labor at which a man can work without interest, without exercising anything but his muscles, or that labor which starts work when the bell is through striking and is ready to stop when the bell begins to strike, and is ready at any time, to lean upon his tools and discuss anything from the German policy down to the question as to who struck Billy Patterson.

"We are all strong and consistent advocates of labor getting its share, but let it be for each man getting his proper share—organized labor which enforces a wage scale out of proportion to what fellow laborers are getting is not fair, and is tyrannical and oppressive, particularly when at the same time they oppose any increase in revenue which would enable a proper and equitable adjustment to all labor to be made. All wages should be the maximum possible for efficient labor but to pay sufficient wages there must be sufficient revenue.

"There are other kinds of labor than mere mechanical labor. The man who does not work by the clock, is planning work for others to do, in arranging and procuring work to keep his men employed, in procuring the capital with which the enterprise can be carried on, to pay for raw marial, for wages. All that is work, and it is work upon which all the other labor is dependent.

"Ordinary labor, skilled and unskilled, gets its pay whether the work is done at a profit or not. It gets pay for good work, it gets pay for bad work which has to be done over again; it gets pay when injured by the falling scaffold built by himself. If the contractor fails, labor has a lien on that he has done even if it has been paid for. Whatever the position of labor in the past, whatever the oppression it may have been subjected to, certainly there is no oppression now, labor is protected and independent, it cannot be oppressed

"We hear much about profit sharing. Profit sharing is in one sense partnership, and in partnership each contributes something and risks something.

"Farming on shares is profit sharing. You let a man use your farm, your stock and buildings, and he gives you a certain share of the produce. You do not pay him his wages while he is working. He shares with you the risk of profit or what might be called his wage.

"That labor should manage industry and get all the profits, is right, if it is shared with all labor, not merely with manual labor, and the labor is content to wait for his daily wage until profits are realized. There are factories to build and equip, raw material to buy, a buying and selling and operating organization to maintain, conditions of trade, changes of fashion to study, and many other kinds of work nearly all expert or technical, without which there would be uncertain employment for ordinary labor.

"While seemingly large profits have been made in some industries, they have been due almost entirely to combining industries that were carried on independently, some at a loss; and by manufacturing on a large scale, saving much that was formerly wasted, or to the introduction of some novelty

which was accepted by the public; to some efficiency in production which enables one to produce cheaper, or where there was a potential demand to large output at small profit. If any branch of industry was carried on in the same manner as it was fifty or even thirty years ago, either prices would be very much higher or wages very much lower. A paper read by me in San Francisco contained the following:

"The whole public must be convinced that nothing gained at the expense of others can be permanently beneficial; that no advantage to individuals or groups of individuals gained by combination of interests against other individuals, can be permanently beneficial; that waste and extravagance in public expenditure and administration cause higher taxes than all the graft of years. Our lawmakers instead of seeking new ways for taxation should curb reckless extravagance in public expenditure. Owners, proprietors, and corporations may pay the tax, but every tax comes from the ultimate consumer. The tax is as much a part of the cost of the production as are wages, and between the raw material and the ultimate consumer come all costs. Profit is the incentive to production; without profit progressive industry would cease, but any unnecessary expenditure or tax is a brake on progress and a burden upon prosperity. Taxes, high cost of material, waste, idleness, careless work, are included in the rent of the tenement or price of the commodity.

"The rent is paid by the tenant, the price by the consumer.

Wealth—How Created.

"All wealth is created by constructive and productive work, either directly or indirectly. Directly, when it is the result of developing some industry or utility which serves the people. When you are, by your work, developing a continuing productive power, when you are producing some commodity or giving some service which is of some value to the public, and which the public needs, you are creating wealth. To be of value it must be of use, that is meet some need and must be, at least, equal in value to the price paid by the purchaser.

"Indirectly, wealth is created by the building up of industrial centers, creating a consuming, purchasing population, enhancing the value of local or neighborhood property for building or producing purposes.

"In all this transportation plays the leading part. Transportation and intercommunication changes local stagnation into world wide prosperity.

Transportation—Effect on Market.

"You may own the land. Your fathers may have come into the wilderness and subdued it, you may have had it in your family for generations, but beyond your work to make it produce more or by clearing up the land, you have not added to its value. The value over and above its value to supply your own needs is dependent upon a market for its surplus products.

"The value of your products, is the price the consumer pays less the cost of marketing, which includes the transportation and middle man. The transportation and intercommunication facilities which put you into touch with the world at large, are just as necessary as the planting or harvesting.

"It is absolutely true that a large part of the railroads in the state of Vermont never have and never will pay any adequate return on what it would cost to rebuild them. I doubt if a single one would. Outside of a comparatively few miles no railroads would have been built in this state simply from the standpoint of railroad investment. There are no two railroads in the country that cost the same to build a mile, nor can any two railroads be operated at the same cost. And, as a rule, the easier the country and the cheaper it is to build, the less the cost of operation and the greater the traffic. Uniform rates applied to all railroads will bankrupt many, but at the same time give others ample revenue.

"The railroads in Vermont were built by the pioneer lumberman, or the speculative promotor or contractor, and after the first purpose had been served have been operated by trunk lines, usually at a direct loss, but for the indirect advantage to their systems as distributors, feeders, or connecting links.

"A large proportion of the railroads of the whole country will not under existing conditions, over a term of years, earn enough to properly maintain and operate them. In particularly prosperous times they appear to show a surplus, when times are normal or subnormal the receiver takes possession. It is then the optimist, the constructive promotor, who takes large chances for large gains, re-organizes them, combines them with more prosperous roads to which they act as feeders, spends money on the equipment, stations, roadbeds, and makes them of greater service to the public. In doing this he is doing a service to the public dependent upon them. So far, as he has created a permanent enterprise, which is of service to the community, he has taken nothing from the community at large. Rates cannot be raised to pay dividends; these are controlled and have been for years beyond the control of the roads. The promoter may create a large capital, which he may sell at a big price, but from whom does he get it? Not from the community, but from the individual. If the stock is worthless he has not harmed the community, only the individual to whom he sold. The money is not lost to the community. No wealth has disappeared. It has only changed hands. It's like betting on horse racing, cards, and other games of chance, which many indulge in,—a foolish thing to do, and is not to be upheld or excused, but it is likely to continue so long as people have property and like to take chances.

"You have had many speculations in Vermont of many kinds, in which high values were created, and still higher ones, so long as the craze lasted, or until the man who bought could find no buyers, but found himself holding the bag while some other fellow had his money.

"It would not be a bad thing for the state if another railroad boom should start, and a few cross-country railroads should be built, even if some contractor or promoter made a few dollars. They could not take away the roads after they were built, and they certainly never will be built if you wait for the local investor.

"Look the matter squarely in the face. I am not an advocate of wild speculation or promotion. It is demoralizing to the individual and the community, it gets false ideas of wealth, it gets into the heads of those who don't want to work and demoralizes

them. I am not only a strong advocate for control and regulation but I think I am one of the first corporation managers to advocate it. It is as necessary for the protection of corporations from each other as for protection to, or from, the public. What would happen if a railroad could pick up its property which did not pay and move away to another field, as other business does; do you not think our attitude toward them would be different? When you want one built into your section you do not threaten the promotors, you coax them. If the railroads are to continue to serve you, they must live, they must prosper. You cannot continue indefinitely to increase their expenses by increasing taxation, wages and requirements of every kind, without in some way increasing their revenue. If rates and operating conditions were the same now as ten years ago, there would be no necessity for any increased revenue. In the past increased revenues and reduced rates have been met by scientific and practical operating organization and improved transportation methods. The limit has about been reached in that direction. You must consider and treat the railroad corporation as a part of the community, a necessary part, and treat them as fellow members. Upon their prosperity your prosperity depends.

Improved Common Roads.

"You are doing great work in Vermont in the improvement of your common roads, they are a great economic factor. Motoring in other states will convince anyone that the country roads in Vermont average as good, if not better, than those of any other state, and they have been paid for. To make Vermont attractive so that the tourist will stop over, and not just pass through, there are some few things yet to be done. Hunting and fishing could be better preserved. We have our laws, but the laws are not enforced. Sometime since in speaking to a Vermont audience I suggested that there should be created some state reservations which should include a few large tracts of land situated in the different parts of the state in which our streams found their source. These would all be forest lands. By purchasing and setting apart several of the principal tracts,

prohibiting absolutely fishing or shooting on them for all time, they would soon become nurseries for the lower streams and for game, and to a certain extent prevent those sudden floods which sweep down over the country.

"Proper care of the growing timber would not only pay all charges on the purchase, operating charges, but would probably show a profit. But it is not the direct profit that the state wants. It is the indirect profit that will follow in many ways.

"This suggestion seems to me should receive consideration, discussion, and if found to be sound, some action should be taken at no distant day.

Education.

"There is one question close to my heart, it is one that should be of paramount interest to you all.

"Your educational commission made a most thorough and painstaking study and investigation into the educational conditions and requirements of the state. It called to its aid some of the world's foremost and advanced practical students and experts in educational matters. The most thorough study and investigation into local conditions ever made for any state or county was made by these experts.

"Conclusion of that investigation was 'That upon the state rested an obligation, which has been recognized at the foundation of our statehood.' That obligation was that opportunity should be given all the youth in the state to obtain a thorough education in the fundamental or elementary studies; those studies which were essential to all no matter what their station or walk in life; those studies which when once mastered by youth would enable them to go just as far as they had the desire and capacity to go, and without which they could not go far.

"This fundamental education should embrace spelling and reading, writing and construction of language sufficient to read with understanding, talk and write intelligibly and with intelligence; enough geography to know their own country and enough about other countries to enable them to keep accounts, make ordinary calculations and estimates. With such a foundation to build upon, all the additional education desired can be obtained.

"In the bygone days, before the days of prepared food and ready made articles of general use, when ingenuity and experience was necessary to make crude implements and raw material serve the purposes of life, education in the practical side of life commenced at home at childhood. By the time ordinary schooling was finished the young could do a great many things and knew a great many things that they do not know now at the same age. It was an education you cannot get out of books, but must come from actual experience in the doing of things. This education must be obtained before one can go far in life. If it cannot be got at home, as it used to be, it must be got elsewhere. If it is not obtained while the youth are getting their school education, it must be afterward. Why is it that so many of you older men remark the difference between the youth of 16 now and when you were a boy? It is no idle remark, it is a fact, that the 16-year-old boy was then more mature, in that he understood how to do many things which he cannot do now. It is the practical work in life that makes material improvement or progress possible. At 16 one may know many things, but without practical training he can do few things. Under the present educational system or curriculum, the secondary courses at school are filled with studies, better fitted for mature minds, which could be advantageously postponed, by all not preparing for college. They are for the most part beyond the understanding of the youthful mind, unless the boy is to follow in higher educational or professional lines, they can be learned so far as desired after the mind is developed. Nearly all who graduate from the secondary schools have to hew their way through life. Why not prepare them for work in life as is done for work in college? Under the present conditions, the practical training, they have to obtain after they leave school. That is why so many of older men, who could do things at 16, poke fun at school education when they see a boy, big, stalwart, who can play football and baseball but do little else. He can play football and baseball and can't do other work, because he works at football or baseball.

"To bring these changes about, the commission on education advised that during the last few years of the school period, some practical education be given in the use of the hands, tools, and brains working together. Teach them how to do things, so that when their school term is finished they may be handy in the house on the farm or in the shop. A man who is handy and can do things, if he has to work for wages, can get better wages and get work when others cannot. If he is on a farm he can do things himself and not have to hire others. In other words, he is self-dependent, and a man or woman who is self-dependent is the most independent man or woman in the world.

"Of late this kind of education has run to fads of all kinds, and is liable to be made useless. It should be kept as near the actual doing of actual things of home and of home surroundings, and on lines of actual work in future.

"If you insist that your permanent board of education be hard-headed practical men (and are left in office long enough to know what is to be done) and your superintendent of education is of the same kind, and keep your school system out of politics, you will in time get something good.

"We have laid too much stress on this matter of higher education. All the education possible is necessary and a good thing to have, but a higher education means years of study and close application, the devotion of a life. To the large majority who must get down to practical working life. higher eudcation is impossible and of no advantage, for they cannot make use of it. What the average man needs is a general and broad education. If they have a good understanding and a good thorough knowledge of the elementary fundamental studies, they can acquire all that is needed by reading and such study as they may have time and desire to give, and they will get all the enjoyment that it is possible for them to get out of intellectual activity.

"This recommendation was opposed on the idea that it was depriving the boy of his chance in life. From no standpoint is this so, it was giving him his chance.

"The youth who is getting practical experience, the actual work of life, at the same time he is going to school, is getting a great advantage. It does not delay his education from books, and it does enable him to take hold of the practical side of life the moment he leaves school. It enables him to learn while going through college that for which he would have to serve as an apprentice after he graduated.

Preparedness.

"This is too big a question to consider here in its entirely. Preparedness means being ready for any thing at any time. That means armament, army and navy kept at full quoto all the time.

"The discussion, however, has a direct connection, in my mind. to the education of youth. We all know that a little discipline, a little training is good for the youth.

"Discipline inculcates self-control, subordination to their own inclinations and weaknesses or evil desires, something that every man must get in some way some time. It is not subservency to submit to discipline. Far from it. Physical training makes a better physical man, being systematic it developes all the muscles, it teaches the boy to stand erect, walk and carry himself properly. It makes a finer man of him, as discipline makes a better man of him. These things should be taught to the youth in school; only a few hours a week and you will have a better lot of men for peace and in time of trouble,—trained men to draw from. Training of men takes time and to send untrained men into the field of battle is purse slaughter."

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